

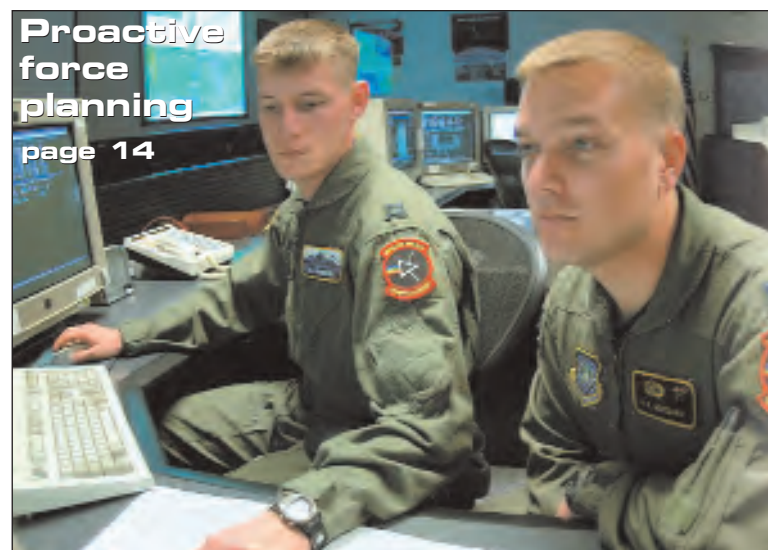


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From the Top

By Lt. Gen. John A. Bradley
Commander, Air Force Reserve Command



Reserve celebrates 10th year as Air Force's ninth major command

Congratulations! This month Air Force Reserve Command celebrates its 10th anniversary. In February 1997, the Air Force Reserve was officially elevated from a field operating agency to the Air Force's ninth major command — Air Force Reserve Command. This action formalized our role as a proud partner in the Total Force and implemented the requirement in the fiscal year 1997 National Defense Authorization Act to establish a command.

The Air Force Reserve has always been an integral part of the Air Force, but as the years pass, you prove your value over and over. Serving shoulder to shoulder with active-duty members and Air National Guardsmen all over the world, we've transitioned AFRC into an unrivaled wingman on every mission, in every endeavor. The drive to fully recognize AFRC for its capabilities and position as a Total Force partner began in 1968, when we established associate units, flying C-141s and C-9s.

In 1991, during the Persian Gulf War, 23,500 Reservists were activated — an enormous and unprecedented number of Citizen Airmen, who answered the call, serving side by side with the active duty throughout the duration of the war. Reservists were a critical factor to the success of the Gulf War, but post-war lessons learned showed that enhancements in day-to-day Reserve support and training would improve our war-fighting capability, bringing us to our current level.

Since then, our contributions have continued to build through volunteerism. We've served in every corner of the globe to include Afghanistan and Iraq, airlifted supplies for several hurricane and tsunami relief operations, and supported operations in areas as diverse as Albania, Russia, the Antarctic,



(Left to right) Gen. Ronald R. Fogelman, Air Force chief of staff; Chief Master Sgt. Carol Smits, Air Force Reserve Command senior enlisted advisor; and Maj. Gen. Robert A. McIntosh, AFRC commander, look on as the new Air Force Reserve Command flag is presented. The ceremony, establishing AFRC as the Air Force's ninth major command, took place Feb. 17, 1997, during the Reserve Officers Association Mid-Winter Conference and Military Exposition at the Washington Hilton Hotel. Prior to becoming a MAJCOM, the Reserve functioned as a field operating agency.

Yemen, Cuba, Lebanon and the Horn of Africa.

Our reach has been immense. Our contribution has been incredible. The sacrifices made by you, your families and employers have been appreciated by your country and its most senior leaders.

On this 10th anniversary occasion, let me congratulate you, our current and past Reservists, on your contributions to a decade of outstanding success. I'm very proud of these accomplishments and know that you, the members of Air Force Reserve Command, will continue to make enormous contributions to our nation's defense for decades to come.

We knew we were Total Force partners in 1997, and we now know that we are so much more. We are One Air Force — Same Fight ... An Unrivaled Wingman. ★

Chief's View

By Chief Master Sgt. Jackson A. Winsett
Command Chief Master Sergeant, Air Force Reserve Command



Office of the Command Chief Master Sergeant
Air Force Reserve Command
155 Richard Ray Blvd
Robins AFB GA 31098-1635

Thanks for your strong leadership, support of our enlisted force

As I prepare to depart Air Force Reserve Command Feb. 23, I want to thank each of you for your strong leadership and support of our enlisted force, my family and me.

My tour of duty as the command's command chief master sergeant has been awesome. Your pride and professionalism are beyond reproach and continue to make the difference in our ability to accomplish the mission. As America's Citizen Airmen, you were asked to lead the way on numerous occasions, and you met the challenge. You may take pride in your accomplishments, but you must continue to be razor sharp and strive for greater responsibilities.

As we continue to engage in the Global War on Terrorism, I encourage you to remain active, strong and steadfast, prepared to fight anytime and anywhere, and to continue being the role model for the greatest enlisted force in our Air Force. ... the men and women assigned to Air Force Reserve Command.

I offer, as food for thought, a quote by retired Army Gen. Colin Powell, former chairman of the Joint Chiefs of Staff: "The day Soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership." As a leader, you must take care of our greatest asset — our people.

Our incoming command chief master sergeant, Chief Master Sgt. Troy McIntosh, is a committed leader. His experience will benefit our command and the enlisted force. I ask that you give him your full cooperation and assistance in all endeavors.

As I close this chapter of my journey, please know that I was privileged and honored to serve with each of you. Your friendship, mentorship, leadership, professionalism and devotion to duty are, beyond any doubt, what makes America great. You made a difference in my life, and you will always have my deepest respect and appreciation.

May God bless you, your family, our Air Force and the United States of America.

Consummate Professionals - Overcoming Obstacles - Setting the Example

Put Your Back Into It

(Left to right) Senior Airman Marco Zuber, Senior Airman John Clayton and Staff Sgt. David Ebert strain to load a C-17 Globemaster III at Incirlik Air Base, Turkey. More than half of all air cargo delivered to support Operation Iraqi Freedom is processed through Incirlik. Sergeant Ebert, Airman Zuber and Airman Clayton are all Reservists assigned to the 446th Airlift Wing, McChord Air Force Base, Wash. (Tech. Sgt. Larry A. Simmons)



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Front cover: Senior Airman Leslie Bailey, a flight attendant assigned to the 932nd Airlift Wing, Scott Air Force Base. Ill., serves customers aboard a C-9C flight. For more on the wing's expanding flight attendant program, see the story on page 16.

Gen. T. Michael Moseley *Chief of Staff, United States Air Force*

Lt. Gen. John A. Bradley *Commander, Air Force Reserve Command*

Col. Tom Deall *Director of Public Affairs, Headquarters Air Force Reserve Command*

Cliff Tyler *Managing Editor*

Bo Joyner *Associate Editor*

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Moving? PLEASE DO NOT SEND CHANGES OF ADDRESS TO CITIZEN AIRMAN. To continue receiving the magazine, unit Reservists, as well as people serving a statutory tour of duty, should send a change of address to their military personnel flight or unit orderly room. Individual mobilization augmentees should call the Air Reserve Personnel Center toll free at 800-616-3775 or DSN 926-6528/6730. Periodical postage paid at Warner Robins, Ga., and additional mailing offices.

POSTMASTER: Please send all Forms 3579 to Citizen Airman, HQ AFRC/PAP, 255 Richard Ray Blvd, Suite 137, Robins AFB, GA 31098-1661.

Keeping the Memory Alive

Master Sgt. Klaus Bernkopf (left) and Master Sgt. John Brownfield, honor guard members from the 939th Air Refueling Wing, Portland International Airport, Ore., stand watch as John Pierson, a former pararescueman assigned to the 939th, plays a serene melody on his bagpipes during the King 56 memorial rededication ceremony in November. The monument honors 10 American patriots who lost their lives in the crash of an HC-130 aircraft, known as King 56, off the coast of Northern California in 1996. The monument was originally located on base, but now its final home is at Willamette National Cemetery where eight of the HC-130 crew members have markers or headstones. (Master Sgt. Chance C. Babin)



Jammin' for the Troops

John Popper of the platinum-selling group Blues Traveler entertains troops in Iraq in late November. Mr. Popper was taking part in Operation Season's Greetings, an Air Force Reserve Command-sponsored tour of U.S. Air Forces in Europe bases and Southwest Asia deployed locations to entertain the troops and boost morale. Also on the tour were country music artist Jaime O'Neal, entertainer of the air waves Delilah, the New England Patriots cheerleaders, and the Reserve and USAFE bands. (Ken Hackman)



Round the Reserve

A brief look at what's happening throughout Air Force Reserve Command

Awards, Decorations Processing Moves Online

Reservists have another capability in their Personnel Service Delivery toolbox with the addition of an awards and decorations function to the virtual Personnel Center Guard and Reserve.

Reserve Airmen are now able to submit awards and decorations requests online through the vPC-GR rather than visiting their servicing military personnel flight.

"This is the first release that will impact all of our Airmen," said 1st Lt. Len Sobieski, Reserve Personnel Service

Delivery Transformation Program Management Office chief. "Everyone has awards and decorations in their personnel files, and now everyone will have the capability to correct any errors in those records without having to visit the MPF."

When Airmen return from an air and space expeditionary force deployment, they can log onto the vPC-GR and attach their paid travel voucher to update their awards. They don't have to visit the MPF for their records to get updated, he said.

Before this release, to nominate an Airman for a decoration, someone would have to request a DECOR6 report and manually submit a nomination package for approval through the chain of command, a process that sometimes

required it to be hand carried throughout the base. Now, commanders can see all the information they need to evaluate the nomination on one screen, and people can monitor the status of a request from start to finish while sitting at their desk, officials said.

The new process should also make it easier to submit someone for a decoration, Lieutenant Sobieski said.

"We hope that because of the automated process, supervisors will be encouraged to submit their Airmen for the awards and decorations they deserve," he said. "All they need is the details of the accomplishment. The rest is automatically generated for them."

With the new process, Air Force Reserve

Officials cut ribbon on new C-5 training complex at Lackland

Fifty-five years ago, the 433rd Airlift Wing, then called the 907th Training Wing, had a mission to train pilots at Kelly Field. In recent history, from the same airfield at Lackland Air Force Base, Texas, the 433rd AW has flown C-5s supporting operations around the globe.

Though the mission to support global airlift will continue to send Alamo Wing C-5s around the world, a new additional mission brings the wing's aircrew training history home.

The 433rd is once again teaching Air Force men and women how to be aircrew members, this time on the C-5.

Brig. Gen. John Fobian, 433rd AW commander, looked on as Maj. Gens. Robert Duignan, 4th Air Force commander, and Quentin Peterson, director of air, space and information operations for Headquarters Air Mobility Command, stepped onto a stage and cut the ribbon dedicating the new C-5 Formal Training Unit complex at Lackland AFB Nov 30.

"The ceremonial cutting of the ribbon for the schoolhouse is symbolic of the new Air Force Reserve vision: To provide the world's best mutual support to the Air Force and our joint partners — flying and fighting as an unrivaled wingman," said General Fobian as he addressed the ceremony audience.

Being a wingman to aircrews from every C-5 unit across the unified commands is no easy job. But when the decision was made to move the schoolhouse, the Alamo Wing, the unit with the longest continuous C-5 history in the Reserve, proved to be the location with the least crowded air space and the highest level of community support.

With the graduation of the first three students in October, Col. Del Lewis, 433rd Operations Group commander, told the graduates that older pilots always ask new pilots, "Where did you learn that?" Colonel Lewis said that for years the



Maj. Gens. Robert Duignan (third from left), 4th Air Force commander, and Quentin Peterson, director of air, space and information operations at Headquarters Air Mobility Command, cut the ribbon at the new C-5 Formal Training Unit complex at Lackland Air Force Base, Texas.

answer was always, "I learned that at Altus AFB, sir."

"From now on the answer will be, 'I learned that at Lackland's Kelly Field,'" Colonel Lewis said. ★

(Story provided by the 433rd AW public affairs office at Lackland AFB.)

Command units will electronically nominate and approve Meritorious Service Medals, Aerial Achievement Medals, Air Force Commendation Medals, Air Force Achievement Medals and Military Outstanding Volunteer Service Medals. It also enables AFRC unit commanders to certify Combat Readiness Medal awards and deny Air Reserve Forces Meritorious Service Medals using the vPC-GR.

Individual mobilization augmentees and active Guard and Reserve members assigned to AFRC units will also be awarded the decorations using the new online process. While getting awards and decorations correction support through the vPC-GR, IMAs and AGRs assigned to non-AFRC units will process new decorations using traditional Air Force Personnel Center procedures.

Officials in the Air Reserve Personnel Contact Center will finalize AFRC wing-level awards and decoration actions traditionally performed by MPFs.

To access the system, Reservists can log onto the vPC-GR online at <https://arpc.afrc.af.mil/vPC-GR/>. For information about ARPC Personnel Service Delivery transformation, visit <http://arpc.afrc.af.mil/psd/default.asp>. (Tech Sgt. J.C. Woodring, ARPC public affairs, Denver)

Space Unit to Grow, Become More Self-Sufficient

In most households, younger children depend on their older siblings for help until they are able to perform their share of chores.

Things are no different with Air Force Reserve Command's 310th Space Group at Schriever Air Force Base, Colo. As it gets bigger, the space group will take on more work and rely less on its older sibling, the 302nd Airlift Wing at nearby Peterson AFB.

The 310th SG's growth spurt recently resulted in a new facility, several additional people and an increase in mission responsibilities. All are indicators that the unit is getting ever closer to transforming into a formidable wing and a prized piece on the Department of Defense's chessboard.

The October unit training assembly marked the first steps toward the begin-

Pope's Puns



ning of the new 45th Space Wing Reserve associate unit under the 310th SG.

"We see the mission at Buckley AFB in Aurora, Colo., as a force multiplier by allowing the 310th SG to begin taking care of its own needs for medical and mission personnel flight support and thereby allowing the 302nd Airlift Wing to focus back onto its own needs," said Col. Jeffery J. Ansted, 310th SG commander. "The 310th SG has received great support from the 302nd over the years; however, as the group has grown from three units to 10, we have overstayed our welcome."

Col. Gregory Ratterree, 310th SG deputy commander, said the group anticipates a one-year delay for the official standup of the 45th Space Warning Launch Operations Unit.

"We are looking at a green light for the initial hiring of 160 traditional Reservists and air reserve technician positions in the meantime over the next year," he said.

Reserve units at Buckley AFB will also be available to meet some of the air expeditionary force demands for Air Force Space Command, said Colonel Ansted.

"It is truly a win-win for everyone involved," he said. (Staff Sgt. Derrick M.

Gildner, 302nd AW public affairs, Peterson AFB)

Westover Selected as New C-5 Inspection Site

Air Force Reserve Command announced Dec. 13 that Westover Air Reserve Base, Mass., will perform C-5 cargo aircraft isochronal inspections in the future.

ISO inspections are thorough examinations of the entire aircraft. During these inspections, aircraft maintainers look for and repair problems in every system, from nose to tail and wingtip to wingtip.

Command officials selected Westover because of its facilities, maintenance support, base support, manpower requirements and other supporting data.

On Dec. 8, Air Mobility Command revealed that Dover Air Force Base, Del., will be the active-duty base that performs ISO inspections. A third site, at an Air National Guard base, will be announced at a later date.

According to AMC officials at Scott AFB, Ill., the Air Force is reducing C-5 ISO inspection sites from eight to three to increase the availability of C-5 aircraft

and reduce supporting costs.

“C-5 availability will increase due to centrally scheduling the inspections from a fleet-wide perspective and reducing flow days (the number of days it takes to complete one C-5 ISO inspection) to a consistent number across the fleet,” said Brig. Gen. Robert McMahon, AMC director of logistics.

According to AMC officials, this reduction in waiting time will add an estimated average of 2.5 availability-days to every C-5 in the fleet, which equates to about 300 more sorties per year, or 10,000 pallets of cargo.

As part of the ISO consolidation, a portion of the active-duty manpower will be used at the active-duty ISO inspection site, while the remaining active-duty personnel will be integrated with forces at the Reserve and Guard sites.

Command officials said they anticipate that Reservists at Wright-Patterson AFB, Ohio, and Lackland AFB, Texas, AFRC’s two other C-5 ISO sites, will be able to realign into vacant positions. (AFRC News Service)

F-16 Associate Program at Shaw Expanding

As part of the Air Force Total Force Integration initiatives, Air Force

Reserve Command is teaming up with Air Combat Command to expand its associate presence with additional F-16 pilots at the 20th Fighter Wing at Shaw Air Force Base, S.C., in fiscal 2008.

Air Combat Command’s 20th FW flies three squadrons of F-16CJ fighter aircraft in conventional and anti-radiation suppression of enemy air defenses, strategic attack, counter air, air interdiction, joint maritime operations and combat search-and-rescue missions. Plans call for Shaw AFB to eventually receive the F-35 Lightning II.

“The associate unit program begun in 1968 has served the Air Force and the Air Force Reserve well over the years,” said Lt. Gen. John A. Bradley, chief of Air Force Reserve and commander of Air Force Reserve Command.

“Under the classic associate structure, our Reservists operate and maintain equipment with their active-duty counterparts,” said General Bradley. “This approach has been so successful in recent years that the regular Air Force has begun forming active associate units in partnership with unit-equipped Reserve organizations. By sharing equipment, we are able to train more people and make better use of the equipment.

“Associate units make good business sense because they capitalize on the expe-

rience and skills of Reservists, many of whom were on active duty before joining the Air Force Reserve. Through the associate unit programs, that training investment can be multiplied over and over as people come and go in a unit.”

Shaw AFB will be one of the Air Force’s initial Joint Strike Fighter locations, according to an announcement Oct. 4. The Air Force is expected to start taking delivery of F-35A aircraft in 2009, with planned deliveries continuing beyond 2025. (AFRC News Service)

Reserve Seeks Applicants for Dual-Status Jobs

In the next three years, the Air Force plans to eliminate thousands of military and civilians positions.

As a result, some displaced people might consider a dual-status job as an air reserve technician in an Air Force Reserve Command unit. ARTs are full-time civilian employees and part-time Reservists in the same job.

“ARTs are essential for the operational readiness of their Air Force Reserve units,” said Pat Nichols, manager of the AFRC Special Examining Unit at Robins Air Force Base, Ga. “They perform the mission and maintain the day-to-day operations of their units, while tradition-

al Reservists go to work in their civilian job, pursue an education or stay at home.

“In the Special Examining Unit, we are actively recruiting for the ART program. ART positions open daily, and we are working to fill them immediately.”

The Air Force Reserve has about 10,000 people in the ART program. Their duties as civilian employees are similar to those in their Reserve assignment. During the normal work week, ARTs serve as civilians in a wide range of jobs in direct support of their unit, including pilots, navigators, maintenance personnel and mission support occupations.

On the military side, they serve as Reservists in the Selected Reserve and train with their units at least one weekend a month and during two weeks of annual tour duty. They must maintain continuous active membership in their Air Force Reserve unit of assignment.

In addition to unit stability, the ART program has offered career progression with competitive pay and retirement benefits since 1958.

Applicants must be willing and eligible to become an active member of the Selected Reserve or already be a member of the Selected Reserve. Also, they need to meet Office of Personnel Management qualification requirements, which are online at <http://www.usajobs.opm.gov/>.

Before applying, people should review the Qualification Information Sheets at <http://vrs.afrc.af.mil/ARTJOBS> (click on the “QIS for ART Positions” link) for ideas on what qualifications are required for specific jobs.

Active-duty Airmen may apply for ART positions within 120 days of their separation date. If they have more than 120 days before separation, they can submit their application with a letter signed by their commanding officer stating they will be released from active duty (Palace Chase) if they obtain an ART position.

Mobilized Reservists may submit a copy of their mobilization orders or a statement in their application stating they are available within 120 days.

Applications are available online at <http://vrs.afrc.af.mil/ARTJOBS>. In most cases, it takes about four to six weeks for applicants to receive a Notice of Results in the mail.

People can find what positions are available online by going to <http://www.usajobs.gov> under Announcement 443 and at <http://vrs.afrc.af.mil/ARTJOBS>. (1st Lt. Torri White, AFRC public affairs, Robins AFB.) ★



Staff Sgt. Korina Longoria, life support technician with the 301st Fighter Wing, Naval Air Station Joint Reserve Base Fort Worth, Texas, fits Staff Sgt. Edwin Hartman with a flight suit prior to his incentive flight in one of the wing’s F-16 Fighting Falcons. Sergeant Hartman was one of two Get One Now program winners for fiscal year 2006.

Two aerial porters lead command in Get One Now program accessions

By Master Sgt. Gary Johnson

Air Force Reserve Command Recruiting Service honored two aerial porters for their support of its very successful Get One Now program.

Staff Sgt. Edwin Hartman of the 33rd Aerial Port Squadron, Niagara International Airport Air Reserve Station, N.Y., and Senior Airman Dawn Larrieu, 81st APS, Charleston Air Force Base, S.C., were honored as the program’s top participations for fiscal year 2006. Each was credited with getting five accessions for the Reserve.

Get One Now is a program that encourages Reservists to refer family members, friends and co-workers who may be interested in joining the Reserve to local recruiters. When a referral results in someone joining the Reserve, the person responsible for the referral gets credit for the accession.

In fiscal 2006, the Reserve accessed a total of 8,505 new Airmen. The Get One Now program was responsible for a large percentage of those accessions. Recruiting officials say the program is one of the most successful lead sources for local recruiters.

Among the numerous awards for being a Get One Now winner is an incentive flight in the aircraft of the winners’ choice. Sergeant Hartman received his flight Dec. 3 in an F-16 belonging to the 457th Fighter Squadron at Naval Air Station Joint Reserve Base Fort Worth, Texas. Maj. John Marusa was the pilot for the incentive flight.

Airman Larrieu was scheduled to receive her incentive flight in January. She, too, selected an F-16. The flight was to take place at Homestead Air Reserve Base, Fla., courtesy of the 482nd Fighter Wing.

Sergeant Hartman has spent 21 years in the military, serving in the Army Reserve, New York Air National Guard and Navy Reserve in addition to the Air Force Reserve.

“I recommend the Air Force Reserve to others because I believe in it,” he said. “They (Reserve leaders) care, not only about the mission, but also their people.” ★

(Sergeant Johnson is a public affairs NCO assigned to the Advertising Branch of the Directorate of Recruiting Service, Headquarters AFRC, Robins AFB, Ga.)

Air Force plans to deactivate Willow Grove wing

Air Force Reserve Command officials briefed congressional leaders Jan. 3 about plans to deactivate the command’s 913th Airlift Wing at Naval Air Station Joint Reserve Base Willow Grove, Pa. The deactivation process will result in personnel authorizations being removed as of Oct. 1, 2007.

The Air Force proposal is to close the tactical airlift unit at Willow Grove as part of the president’s defense budget for 2008, which is scheduled for full release this month.

The most recent Base Realignment and Closure Commission directed that NAS JRB Willow Grove be closed but did not specifically address the Air Force Reserve wing, which flies C-130 cargo aircraft.

Typically, the Air Force would not disclose any future year’s budget information until the February announcement. However, the service provided this advance notice to allow people at the unit a better chance to find new jobs in the Air Force Reserve.

The proposed plan is designed to accommodate Presidential Budget Directive 720 reductions and re-direct some of the unit’s personnel authorizations elsewhere in the command.

If the Air Force plan is approved by Congress, Reservists and civilians assigned to the 913th AW will be eligible for

positions at other Air Force Reserve Command units. To assist with new federal job opportunities, Willow Grove wing members are enrolled in the AFRC BRAC database or “clearinghouse.”

Reservists and civil servants can learn more about the job-placement clearinghouse and other assistance by accessing, from a military computer, the Web site located at <https://wwwmil.a1.afrc.af.mil/brac>. This virtual job fair takes into account personal career and location preferences and works to match displaced people with new opportunities.

Tactical airlift operations that move cargo and people are a critical part of U.S. military operations worldwide in support of vital national interests, friendly and allied nations, humanitarian actions, and the Global War on Terror. As the budget process unfolds, AFRC will update affected Airmen and civilians.

If the budget actions are approved, the Air Force’s goal is to employ the Willow Grove people at other C-130 units as quickly as possible. The Air Force’s primary focus is to place as many of the cargo experts as possible at the new C-130 airlift wing at Pope Army Airfield, N.C. ★

(Air Force Reserve Command News Service)

Optimizing ways to employ our force and advocate processes and improvements that make everyone more combat effective.

Proactive Force Planning

By Senior Airman Eric Hoffmeyer

The Air Force has responded to the Global War on Terror by recapitalizing, modernizing and transforming its framework to become leaner, more lethal and agile.

This transformation has retooled the principle focus of Air Force Reserve Command to increase operational, warfighting missions.

During the Cold War, the Reserve was predominantly held in strategic reserve. In the future, however, the Reserve will be in-step with the Air Force, heavily engaged with the most current weapons systems such as the F-22 Raptor, unmanned aerial vehicles and space operations, said Steve Mann, AFRC director of manpower and personnel.

According to the command's new vision document, a resource allocation strategy will be developed to serve as a prioritized blueprint that enables the Reserve to organize, train and equip as an unrivaled wingman.

This force planning strategy will balance the recapitalization effects of the Total Force Integration, Program Budget Directive 720, and the 2005 Defense Base Closure and Realignment Commission (See sidebar), Mr. Mann said.

One result of this resource allocation strategy is that Reservists working on unit training assembly weekends will be

finding themselves not just surrounded by fellow Reservists, but integrated with active-duty forces.

The expansion of associate programs is an example of changing force structure, and the new roles and missions that the Reserve will embrace in the future, said Col. Gary Crone, chief of the Air Force Reserve Strategy Division at the Pentagon.

As part of the Air Force Total Force Integration initiatives, the Reserve has teamed up with active-duty Airmen to form a classic associate F-22 fighter unit at Elmendorf Air Force Base, Alaska.

The classic associate program provides trained crews and maintenance personnel for active-duty aircraft and space operations. This type of association has been in effect for years within Air Mobility Command.

The result is a more cost-effective way to meet increasing mission requirements, and this arrangement gives Reservists the opportunity to train for important war-fighting missions, Colonel Crone said.

"If we're going to fight together, then we need to work, communicate and interface together in peacetime," said Mr. Mann regarding associate programs.

The Predator is an example of "net-centric" technology that allows Reservists to support war-fighters from their home station.

These weapon systems instantly compare digital sensors and target information to present target location and identification to human operators.

These technologies allow the Air Force to go forward with a small footprint, reducing requirements for forward deployment to accomplish missions while permitting Reserve participation in either volunteer or mobilized status, Mr. Mann said.

"In the coming years, the Reserve must be agile and decisive in considering new missions but carefully evaluate the potential for successful Reserve participation," said Colonel Crone. ★

(Airman Hoffmeyer is a traditional Reservist assigned to the 919th Special Operations Wing public affairs office at Duke Field, Fla. He wrote this article while on special assignment with Citizen Airman.)



(Editor's note: This is the second in a series of seven articles on the Air Force Reserve's new vision document and how this vision is shaping the future of the Reserve. This article and the ones that follow deal with the six aimpoints that make members of the Air Force Reserve unrivaled wingmen.)

Our Future... We will tailor our organizations to be lean, smart, and flexible.

Three elements molding the future of the Reserve

Total Force Initiative

- Produce a smaller, more capable, more affordable Air Force composed of Active, Guard and Reserve Airmen by recapitalizing our force and changing our organizational constructs in a way that defends, deters, and defeats every adversary in any future challenge to the American way of life

- Retire the oldest, least capable and most expensive equipment and reinvest into innovative organizational constructs

2005 Defense Base Closure and Realignment Commission (BRAC)

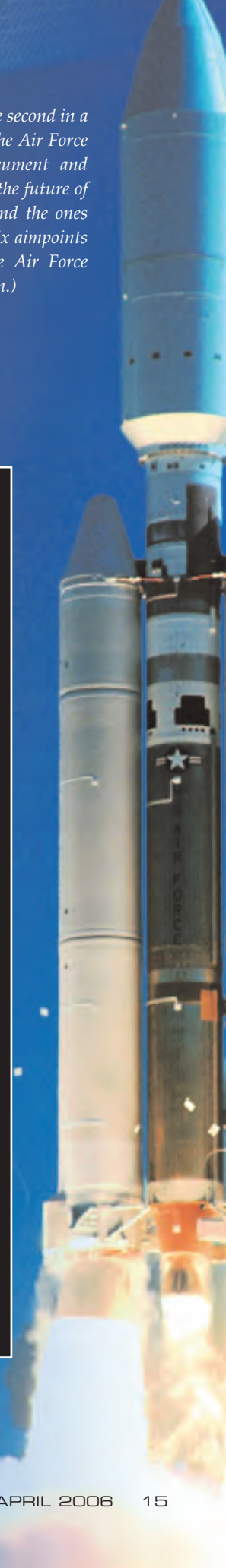
- One base closes, five wings close, 28 bases impacted

- Some positions realigned by BRAC may reemerge as in space systems, unmanned aerial vehicles, F-22 or other "growth area" missions

Program Budget Directive 720 - recapitalization

- Reduction of 7,744 Reserve personnel

- These manpower cuts equate to \$156.8 million to be reassigned to bolster stressed or high demand career fields or new weapons systems.



(Top to bottom) Col. Maryanne Miller, commander of the 932nd Airlift Wing, Scott Air Force Base, Ill., along with 73rd Airlift Squadron members Capt. Roger DeJean, Maj. Paul Brown, Senior Airman Leslie Bailey, Staff Sgt. April Tarbill and Senior Airman Kristen Phillips line the stairs of a C-9C after a recent distinguished visitor mission.

Now

Serving

**Unique flight attendant positions available
at Scott Air Force Base**

By Capt. Stan Paregien

When the country's top military and civilian leaders fly on missions around America and the world, Air Force Reservists are on hand to make sure they receive the best care in the air.

The Reservists are part of a select group of military flight attendants who are members of the 73rd Airlift Squadron, 932nd Airlift Wing, an Air Force Reserve Command unit located at Scott Air Force Base, Ill.

The wing currently flies VIP airlift missions on the C-9C aircraft and will also fly the new C-40C, with the first one slated to arrive at Scott AFB this month.

It takes a special person to make service for high-level passengers — to include the chairman of the Joint Chiefs of Staff, the First Lady of the United States, the secretary of State, secretary of the Interior, the CIA director and the speaker of the House, just to name a few — the top priority at 28,000 feet while also juggling many other duties. Tech Sgt. Tom Otten is one of those special flight attendants.

"I love being a flight attendant because it gives me the opportunity to truly live the motto of service before self," Sergeant Otten said. "Our entire job revolves around putting others first and caring for their needs above our own. The amount of planning, flexibility and hard work that it takes to fly a mission is something that I find very challenging and very rewarding."

When he first began, there is one aspect of the job the sergeant had very little experience with: recipes and meal preparation.

"I had no cooking background," Sergeant Otten said. "However, the Flight Attendant School was able to turn me into a very good cook. I had no prior flying experience, and, therefore, I found all of the aircraft training very interesting."

"The job also has its share of benefits to include a great opportunity to travel both nationally and internationally."

The schooling required of flight attendants involves a lot more than just learning how to cook and is not easy by a long shot. Attendants are trained and tested in many aspects of the flying portion of the mission including conducting a pre-flight inspection, handling in-flight emergencies and evacuating passengers in an emergency landing.

All of the training is centered on customer service, which flight attendants are expected to deliver at all times to the highest degree possible.

"We ensure that those leading and directing our warriors are able to do their jobs," Sergeant Otten said. "If we can get our

policy makers where they need to be and have them arrive refreshed and happy, then they will be better equipped to handle their obligations."

As it prepares to receive its first C-40C aircraft, the 73rd AS is looking to add more flight attendants.

"All of the challenges facing our great nation around the world have placed a greater demand for our country's leaders to be present at more places throughout the world," Sergeant Otten said. "The U.S. Air Force ensures that the most powerful people in the world get safely where they need to be."

Training also includes the basic flight attendant course taught at Lackland AFB, Texas; the combat and water survival



932nd Airlift Wing welcoming active associate unit

As part of the Air Force Total Force Integration initiatives, the Air Force will establish an active associate unit with Air Force Reserve Command's 932nd Airlift Wing at Scott Air Force Base, Ill., this year.

The Air Force Reserve unit will receive three C-40 aircraft. Under the active associate unit structure, the Reserve unit will have primary responsibility for the C-40s, and the active-duty unit will share in flying the aircraft.

"Active associate units make good business sense because they capitalize on the experience and skills of Reservists, many of whom were on active duty before joining the Air Force Reserve," said Lt. Gen. John A Bradley, AFRC commander. "Through the active associate unit program, that training investment can be multiplied over and over as active-duty people come and go in a unit."

The Air Force Reserve unit at Scott AFB currently flies C-9C Nightingales in support of government distinguished visitor flights. ★

(AFRC News Service)



Airman Bailey, a flight attendant with the 73rd AS, works hard to provide top-notch customer service to her passengers.

course taught at Fairchild AFB, Wash.; the enlisted aircrew undergraduate course, which is currently taught at Lackland AFB; and egress simulator training, which is taught by a major airline.

Staff Sgt. April Tarbill grew up in Kent, Wash., and wanted to be a pilot since she was little.

"Unfortunately, I didn't have the eyesight to be one," she said. "I joined the Air Force late because I had no direction in my life back then. I didn't know what I wanted to do with my life or what I wanted to be when I grew up. Joining the military gave me the opportunity to give back to all those who have served before me.

"I went through these flight attendant schools when I was on active duty. EAUC, which usually includes training in the altitude chamber, is a 17-day course that all flyers must attend. This class is an overview of becoming a crew member.

"The basic flight attendant course is a five-week course covering such things as becoming a flyer, how to evacuate the airplane in an emergency, getting to know your emergency equipment on the airplane and, of course, the culinary part, which is the cooking."

The extensive training requirement is one reason military members who want to cross-train into the flight attendant program must have at least a five-level in their current career field. It takes a lot of time to get to the five-level to begin with, so this requirement helps the 73rd AS by ensuring it is hiring people who are already experienced in Air Force business.

Combat survival training teaches flight attendants and other crew members how to survive in the outdoor elements, how to evade the enemy and what to do if they are captured. Water survival class teaches them how to survive if the pilot is forced to ditch the plane in water somewhere.

Egress simulator training shows flight attendants how to evacuate an airplane in different scenarios. It also covers ditching procedures.

All the training adds up to produce well-rounded, professional flight attendants.

"The hardest part so far about being a flight attendant is the hours," Sergeant Tarbill said. "It is not necessarily the hours that you have to work, like long flight hours, but the actual hour of the day that you have to get up and prepare for a flight.

"I've had many flights where I have to get up at midnight so I can travel and be at the airplane two hours prior to a 4 a.m. takeoff time. Trying to go to bed early enough to sleep long enough for a long flight is hard on the body, and with all the time changing you do, I can't say it is easy. It is just an adjustment you get used to.

"There is a lot that goes into just the prep work before the mission even leaves the ground. But if you are willing to do the work, this is the job for you."

Col. Maryanne Miller, 932nd AW commander, said that despite all of the demands and training requirements, she understands why Reservists choose to become flight attendants.

"It's an exciting time in our wing's history," Colonel Miller said. "We represent the only wing in Air Force Reserve Command that provides executive airlift support for our nation's senior leaders. Supporting our nation with superior service is a mission we understand and enjoy doing."

Colonel Miller has more than 4,400 flying hours in a variety of Air Force aircraft, including the C-141, C-5 and C-9C.

"From our maintainers to our pilots and flight attendants, I can truly say we have engaged this mission with the customer in mind," she said. "I have dedicated professionals doing this mission day to day, and I am extremely proud of their service and commitment."

The colonel pointed out that the 932nd AW has worked closely with the regular Air Force's 89th Airlift Wing at Andrews AFB, Md., to ensure synergy of resources and smart operations while standing up this new mission.

"In addition, the 201st AS at Andrews has been integral in assisting with our pilot currency until our new C-40C aircraft arrives," she said. "It is truly an

integrated operational approach to operational support airlift and our distinguished visitor mission."

Lt. Col. Barry Rutledge, director of operations for the 73rd AS, is proud of the men and women who cater to the needs of a wide range of people on the flights.

"The job these flight attendants do is incredible," Colonel Rutledge said. "They perform at an outstanding level, not just for one flight of one mission, but on every leg of every mission. That level of service and dedication is unparalleled in my opinion. I stand in awe of these folks. We need more of these dedicated professionals in order to continue to grow this outstanding flight attendant section to enable it to meet its tasking."

One of the squadron's newest flight attendants is Staff Sgt. Danielle "Dani" Long, who was previously an air reserve technician at the 419th Communications Squadron, Hill AFB, Utah. One day in Utah, she and a co-worker were discussing their future plans.

"I told my friend I had always worked for other people who got to see the

world, and I wanted to do the same and be a flight attendant," Sergeant Long said. "The very next day, I got an electronic mail message about it, and I sent my package and was accepted."

She sold almost all her belongings, hopped in her car and headed east on the highway from Utah to Illinois.

"Now, I'm part of the 932nd Airlift Wing," the sergeant said. "Not only do we share the same passion for serving the passengers, but while most people are watching the Travel Channel, we are out there living it."

The 932nd continues to recruit and fill flight attendant slots. Anyone interested in applying must qualify for a top-secret security clearance, be available to fly a 10-day trip every three months and be within the Air Force fit-to-fight standards.

Applicants must also pass a board interview process and meet flight physical requirements as a flying crew member. Information is available by calling 618-229-7173 or toll free 800-257-1212. ★

(Captain Paregien is chief of public affairs for the 932nd AW at Scott AFB.)



Colonel Miller and Col. Jeff Johnson, 932nd AW vice commander, (right) wait to greet visitors following a recent DV flight.



Senior Master Sgt. Rene Rubiella, assigned to the 920th Operations Group, Patrick Air Force Base, Fla., speaks to a crowd of high school seniors as part of Operation NOW — an in-your-face program designed to show students the results of making bad decisions and the consequences of careless driving.

Determined Reservist proves you can't keep a good man down

By Master Sgt. Chance C. Babin

If there's one thing Senior Master Sgt. Rene Rubiella knows about it's overcoming adversity. From his humble upbringing in Puerto Rico to his struggles with learning English to the death of his daughter, Sergeant Rubiella finds a way to overcome and conquer any and everything he encounters.

Coming from a broken home, Sergeant Rubiella, 920th Operations Group superintendent at Patrick Air Force Base, Fla., faced grim financial times growing up in Puerto Rico, where he was raised by his mother since age 8.

"I remember having only ketchup to put on rice for dinner," he said. "My mom put cardboard inside my shoes to cover holes. I've seen Christmases without toys. You have to accept it and deal with it and make the best of it."

One of the ways he escaped his envi-

ronment was through athletics. Sergeant Rubiella excelled in water polo, swimming, and track and field. He even trained with the Puerto Rican national team.

"The Puerto Rican water polo selection team trained with my coach, and I was able to be an alternate on the team," he said.

In 1978 he decided to come to the United States to try and improve his financial situation and make a good life for himself.

"I had \$362 saved and enough money to ship my 1970 Volkswagen Beetle from Puerto Rico to Miami," Sergeant Rubiella said. "When I got to the port in Miami, I took a taxi to the dock to get my car, threw my clothes in the trunk, turned on the key and said, 'Here I am.'"

Although he had relatives living in

Florida, no one was willing to take him in, so his first month in the states was quite interesting.

"For the most part, I slept in the back seat of my VW Beetle in front of a convenience store in Hollywood, Fla.," Sergeant Rubiella said. "I showered at the YMCA and budgeted for a small pint of milk, a Twinkie and a newspaper every day, to look for work."

After about a year, he decided that if he was going to improve himself, he was going to have to do something. The "something" he decided to do was join the military.

But joining the military presented a new challenge. Because he lived in South Florida, where he could get by just fine speaking only Spanish, his English-speaking skills were poor. He needed to improve in this area if he was going to

succeed and reach his goal.

"I struggled with the English language," Sergeant Rubiella said. "There's no way to describe how difficult that was. I got through basic training and tech school by the grace of God."

He learned to speak English by watching a lot of television and imitating phrasing and timing. His hard work and determination paid off, as the sergeant has served a total of 27 years in the military.

In addition to his commitment to the military, Sergeant Rubiella is a devoted community servant. For the past 10 years, he has worked every Wednesday at Daily Bread, a soup kitchen in Melbourne, Fla., helping prepare and serve meals for the homeless, sometimes up to 250 people a day.

"People begin to migrate here in the morning," Sergeant Rubiella said. "Sometimes it's families with a mom and kids. It's heartbreaking."

"He's just one of those people with an aura," said Beth Laing, executive assistant at Daily Bread. "In addition to working here, he is involved with many other charitable events. He's one of a kind. He brightens up the room when he comes here."

Sergeant Rubiella is scheduling members of the 920th RQW's Top 3 organization to work one day every 90 days in the kitchen.

Another of his community service projects is working with the local Habitat for Humanity, something he's been doing since 1992.

"Saturdays I go to Habitat," he said. "It's my passion and love. I wouldn't do it any other way. There's always a project going on, a house to be built or remodeled."

"Rene not only sweats, but he puts his heart into it," said Steve Layton, a site supervisor for Habitat for Humanity. "He gets to know homeowners. He's the most passionate worker I've got."

While Sergeant Rubiella pours his heart into all of his charity work, the most personal endeavor he's tackled to date is Operation NOW, which stands for Not On our Watch, an in-your-face program designed to show high school students the results of making bad decisions and the consequences of careless driving. The program, which is a partnership

involving the 920th RQW, the 45th Space Wing at Patrick, and public and private enterprises, is designed to shock teenagers into being more careful drivers.

Sadly, the idea for Operation NOW came as a result of the death of Sergeant Rubiella's daughter, Alexandra. Allie, as she was known, was killed in 2005 while driving home from breakfast one morning. Sergeant Rubiella said her driving inexperience was a factor in the accident that took her life.

"Every day I relive the moment I had to say good-bye to Allie," he said. "No parent should have to go through that."

Col. Timothy Tarchick, former 920th commander, approached Sergeant Rubiella about putting together a program to help other teens. They used a

program at Niagara Falls International Airport Air Reserve Station, N.Y., as a model for developing Operation NOW.

The program at Patrick was conducted for the first time April 11, just one year after Allie's death. Every high school senior in Brevard County attended. Sergeant Rubiella has big plans to expand the program.

"My intent is to take the program statewide to 22 trauma centers and the 67 counties," he said, "and to have it be a requirement for high school students in order to graduate."

Sergeant Rubiella said he's received support for his proposal from the Florida Department of Transportation.

"I think this (developing the program) will eventually be a full-time job for me,"



The idea for Operation NOW came after the death of Sergeant Rubiella's daughter, Alexandra, who was killed in a car accident in 2005.



MASTER SGT. CHANCE C. BABIN

Sergeant Rubiella's goal is to have Operation NOW nationwide in seven years. Today, he carries the Operation NOW message with him everywhere he goes.

he said. "My goal is to have it nationwide in seven years."

The next Operation NOW event is scheduled for March 20-23, once again at Patrick AFB. Sergeant Rubiella said he expects more than 7,000 students to participate.

This year's program will include various guest speakers, including someone from the county district attorney's office, a trauma surgeon, a teen who is currently serving time for a driving mishap, a victim of an accident and a parent who has lost a child in a car accident. The event will feature several re-enactments, such as accidents, 911 calls and a rescue attempt.

"This year will be more graphic," he said. "Kids today are very visually oriented, and I'll get more results if I show them rather than tell them."

"We will have a re-enactment of a trauma surgery room where a kid ends up flat-lining. On the other side, the parents are looking through. The kids will get the real essence of agony."

Students will also be shown some very graphic footage taken at actual accident scenes. They will file out of the event through a row of coffins, each with a mirror inside and the message, "This could be you."

"We are walking a fine line between making the kids sick and educating them," said Jim Wilson, training officer for the Melbourne Fire Department, after last year's event.

In addition to developing Operation NOW to help others, Sergeant Rubiella

has been busy helping himself through education. He earned a bachelor's degree from Embry-Riddle Aeronautical University and is well on his way to a dual master's degree in safety and human factors.

"Not bad for someone who in 1978 spoke almost no English and had only \$362 and a VW," Sergeant Rubiella said. "Hopefully, by the end of the decade, I'll have my Ph.D."

Throughout his last semester, school administrators, mindful of the personal tragedy he had endured, encouraged him to take some time off, but he continued going to class, so everyone was aware of what he was going through.

"At graduation he said, 'This is for my daughter,' and he pulled out a photo of Allie," said Jake Senior, an Embry-Riddle

Aeronautical University classmate of Sergeant Rubiella and a former 920th RQW Reservist. "There wasn't a dry eye in the place."

"He's been a friend and a role model. The whole community looks at Rene as a role model. I wish I could be half the man and father he was. He's such an inspiration in my life. His perseverance is amazing. You can deal him any hand, and he'll come out on top. You can't help but have a good day when you are around him."

Through it all, Sergeant Rubiella finds a way to make bad situations better, and he usually does it with a smile, which goes to the core of his beliefs.

"Happiness is a choice you make intentionally, regardless of circumstances," he said, "It's about you." ★

(Sergeant Babin is a traditional Reservist



JAMES LAVISKA, 45TH SPACE WING

More than 7,000 students are expected at the next Operation NOW event at Patrick in March. The event's graphic re-enactments are designed to shock and educate.

Way Above Par

Reservist is Air Force's Female Athlete of the Year

By Master Sgt. Chance C. Babin

When Capt. Linda Jeffery took home the hardware as 2006 Air Force Female Athlete of the Year, she was just doing what she does best, winning.

Since 2002, Captain Jeffery has dominated women's golf in the Air Force even more so than Tiger Woods has dominated his peers on the Professional Golf Association Tour. She won the Air Force and Armed Forces titles in 2006 by a combined 48 strokes.

Captain Jeffery, an individual mobilization augmentee assigned to the 314th Services Squadron, Little Rock Air Force Base, Ark., grew up playing soccer and softball as a young girl in Abilene, Texas. In high school, when spring rolled around, she had a choice of track and field or golf, and track was definitely not on her agenda.

"I didn't want to run track," she said. "My aunt played golf and introduced me to the game. I think playing softball helped me with golf. I wasn't that good my freshman year, but by my sophomore year I was the top player at my school."

Captain Jeffery would go on to have a decorated career in high school earning all-district honors three straight years. Her next golf stop was Hardin-Simmons University.

While on an academic scholarship, she worked on refining her golf game. Her freshman year, Hardin-Simmons won the 1994 National Association of Intercollegiate Athletics, or NAIA, golf championship.

For the three years she played golf, Captain Jeffery was the team's No. 1 player. Along the way she garnered both academic and athletic All-American honors.

"Winning the national championship was definitely a highlight," Captain Jeffery said as she recalled her collegiate career.

She also pointed out that her last semester she won four of five matches, which ranks close behind the championship in her list of accomplishments.

After graduating college in 1996, Captain Jeffery continued playing golf. Her husband was active-duty Air Force, and so she moved around quite a bit.

In 1998, she played on a professional mini tour. Her husband encouraged her to try it before they started a family. She found out that playing golf wasn't a way for her to make a living.

"I didn't really want to do it," she said. "I learned a lot though. I realized I didn't like the game to be a job. The level is so high to be able to make money. I enjoy winning \$10 off of my



Capt. Linda Jeffery was a runaway winner at both the Air Force and Armed Forces golf tournaments in 2006, earning her Air Force Female Athlete of the Year honors.

friends rather than trying to win thousands on tour."

Captain Jeffery decided to follow her husband into the military. She enrolled in Southwest Texas State University, now called Texas State University, seeking a graduate degree and joining ROTC.

Upon completing her degree, she was accepted to pilot training at Laughlin AFB, Texas, where she once again discovered what she didn't want to do for a living.

"I didn't enjoy flying," Captain Jeffery said. "So I went into protocol and eventually into services."

While still on active duty, Captain Jeffery competed in her first golf competition, winning both the Air Force and Armed Forces title.

In 2003, she became an IMA, starting her reign of dominance for Air Force Reserve Command, and she did it with an added degree of difficulty.

"When I won the Air Force title that year, I was pregnant," she said. "People still hold that against me."

In 2004, as a new mother, she did not participate in the golf season, but came back in 2005 to win the Air Force title, although she finished a disappointing second in the Armed Forces Championship.

"That really motivated me," she said. "I don't like to lose."

And lose she didn't in 2006.

While leading the Air Force to team titles in both events, Captain Jeffery won individual honors by posting a 39-stroke win in the Air Force Championship and a nine-stroke win at the Armed Forces Championship.

Captain Jeffery advanced to the Conseil International du Sport Militaire Championship, better known as CISM, in Galway, Ireland, where she and the team represented the United States in an international military tournament.

"The Ryder Cup was there this year," she said. "Just to know we were there in an international competition representing my country was great. It was a goal to make and win. I was having a blast."

After sweeping all the major tournaments this season, Captain Jeffery was selected as 2006 Air Force Female Athlete of the Year.

"I was very surprised," she said of her award. "It feels awesome! It's the pinnacle to cap it all off. To think how many people play Air Force sports, it's humbling." ★

(Sergeant Babin wrote this article while on a temporary duty assignment with Citizen Airman.)

2007 Reserve Pay for Four Drills

Years of Service

	<2	2	3	4	6	8	10	12	14	16	18	20	22	24	26
O-8	1,127.08	1,163.96	1,188.48	1,195.32	1,225.88	1,276.96	1,288.84	1,337.36	1,351.24	1,393.04	1,453.44	1,509.20	1,546.44	1,546.44	1,546.44
O-7	936.52	980.00	1,000.16	1,016.16	1,045.12	1,073.72	1,106.84	1,139.84	1,172.96	1,276.96	1,364.80	1,364.80	1,364.80	1,364.80	1,371.72
O-6	694.16	762.56	812.60	812.60	815.68	850.68	855.28	855.28	903.88	989.84	1,040.28	1,090.68	1,119.36	1,148.40	1,204.76
O-5	578.64	651.84	697.00	705.48	733.60	750.48	787.52	814.68	849.76	903.52	929.08	954.40	983.08	983.08	983.08
O-4	499.28	577.96	616.52	625.12	660.92	699.28	747.04	784.32	810.06	825.00	833.64	833.64	833.64	833.64	833.64
O-3	438.96	497.64	537.12	585.60	613.60	644.40	664.36	697.12	714.12	714.12	714.12	714.12	714.12	714.12	714.12
O-2	379.24	431.96	497.52	514.32	524.88	524.88	524.88	524.88	524.88	524.88	524.88	524.88	524.88	524.88	524.88
O-1	329.24	342.64	414.20	414.20	414.20	414.20	414.20	414.20	414.20	414.20	414.20	414.20	414.20	414.20	414.20
O-3E	-	-	-	585.60	613.60	644.40	664.36	697.12	724.72	740.56	762.12	762.12	762.12	762.12	762.12
O-2E	-	-	-	514.32	524.88	541.60	569.80	591.60	607.84	607.84	607.84	607.84	607.84	607.84	607.84
O-1E	-	-	-	414.20	442.36	458.68	475.40	491.84	514.32	514.32	514.32	514.32	514.32	514.32	514.32
E-9	-	-	-	-	-	-	548.08	560.52	576.16	594.60	613.12	642.88	688.04	694.56	735.04
E-8	-	-	-	-	-	448.64	468.52	480.80	495.52	511.44	540.24	554.84	579.64	593.40	627.32
E-7	311.88	340.40	353.44	370.76	384.20	407.36	420.36	433.36	456.56	468.16	479.16	485.88	508.64	523.36	560.56
E-6	269.76	296.80	309.92	322.64	335.92	365.88	377.52	390.44	401.80	405.80	408.60	408.60	408.60	408.60	408.60
E-5	247.20	263.72	276.44	289.52	309.84	327.32	340.20	344.28	344.28	344.28	344.28	344.28	344.28	344.28	344.28
E-4	226.60	238.20	251.08	263.80	275.04	275.04	275.04	275.04	275.04	275.04	275.04	275.04	275.04	275.04	275.04
E-3	204.56	217.44	230.56	230.56	230.56	230.56	230.56	230.56	230.56	230.56	230.56	230.56	230.56	230.56	230.56
E-2	194.52	194.52	194.52	194.52	194.52	194.52	194.52	194.52	194.52	194.52	194.52	194.52	194.52	194.52	194.52
E-1	173.52	173.52	173.52	173.52	173.52	173.52	173.52	173.52	173.52	173.52	173.52	173.52	173.52	173.52	173.52

E-1 with less than four months: \$160.52